

**PRINCE EDWARD COUNTY PUBLIC SCHOOLS
COMPREHENSIVE PLAN
2013-2018**

Approved by the School Board March 7, 2013

Goal # 1 To improve academic achievement for all students while closing the achievement gap.						
Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
			Start	End		
1.1 Student achievement at all grades will increase an average of 3% per year in all content areas.	1.1.1 Allocate resources to “teaching and learning” first.	School Board Superintendent Director of Finance Principals	March 2013	Annual Budget Process	Division and school annual budgets Minutes of budget work session	
	1.1.2 Report student achievement in all programs to the School Board, parents and the community.	Superintendent Director of Research and Accountability	September 2013	Annually	School board minutes, school and division newsletters Division Report Card Parent Portal (Pilot, Spring 2013)	
	1.1.3 Enhance communication regarding student achievement in all programs to provide more specific information for parents and the public.	Superintendent Director of Research and Accountability Principals	September 2013	Annually	PE Focus The Edwardian Division website Parent Portal (Pilot, Spring 2013)	
	1.1.4 Provide professional development that is ongoing and job-specific each year to all teachers and administrators to strengthen teaching and learning.	Executive Director of Curriculum and Instruction	February 2013	Ongoing	Division professional development plan, schedules, agendas, sign-in sheets, evaluations	
	1.1.5 Provide effective incentives and financial support to encourage and recognize teachers who develop innovative and challenging instructional practice.	Director of Finance Superintendent School Board	June 2015	Annually	Evaluation criteria, description of incentives	
	1.1.6 Expand and strengthen partnerships with Longwood University and Hampden-Sydney College.	School Board Superintendent Director of Finance Principals	March 2013	Annual Budget Process	Division and school annual budgets Minutes of budget work session	

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1.1 Student achievement at all grades will increase an average of 3% per year in all content areas.	1.1.7 Employ a teaching and learning process which emphasizes inquiry, critical-thinking and problem-solving in every content area.	Superintendent Executive Director of Curriculum and Instruction Principals Teachers	February 2013	Ongoing	Classroom observations, student work samples, pacing guides	
	1.1.8 Develop a learning model that recognizes and encourages interdisciplinary themes across content areas.	Superintendent Executive Director of Curriculum and Instruction Principals Teachers	February 2013	Ongoing	Classroom observations, student work samples, pacing guides	
	1.1.9 Encourage students to demonstrate their understanding through a variety of media, including portfolios, performance assessments, projects, and Standards of Learning tests.	Superintendent Executive Director of Curriculum and Instruction Director of Research and Accountability	June 2013	Ongoing	Assessment calendar, pacing guides, rubrics, student work samples	
	1.1.10 Explore an alternate school year calendar which includes an intersession.	Superintendent Executive Director of Curriculum and Instruction Principals Teachers	February 2013	Ongoing	Classroom observations, student work samples, pacing guides	
	1.1.11 Explore the benefits of lengthening the school year and/or school day.	Superintendent Executive Director of Curriculum and Instruction Principals Teachers	February 2013	Ongoing	Classroom observations, student work samples, pacing guides	
	1.1.12 Consider a nine-week grading period to replace the six-week grading period.	Superintendent Directors Principals Stakeholders	January 2013	March 2013	Stakeholder surveys	

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1.1 Student achievement at all grades will increase an average of 3% per year in all content areas.	1.1.13 Explore a revised high school master schedule to meet the needs of students in grades 9 – 12.	Principal Teachers Directors	January 2013	March 2014	Meeting minutes, schedule, surveys		
	1.1.14 Study opportunities for service learning as a component of the high school career.	Principal Teachers Directors	August 2014	February 2015	Meeting minutes, surveys Program of Studies		
	1.1.15 Explore additional avenues to achieve an associate's degree upon graduation from high school.	Principal Teachers Directors SVCC	March 2013	March 2014	Meeting minutes, program description		
	1.1.16 Provide remediation and enrichment activities for students at every grade.	Principal Teachers	January 2013	Ongoing	Attendance rosters, lesson plans, progress monitoring		
	1.1.17 Research and develop a model that establishes excellence and equity for all students at all levels.	Superintendent Directors Principals Teachers	August 2013	March 2014	Meeting minutes, description of expectations		
	1.1.18 Continue to implement the professional learning community model as a framework for grade level teams and school improvement teams.	Executive Director of Instruction and Curriculum Principals Teachers	February 2013	Ongoing	Meeting minutes, agendas		
	1.2 On an annual basis, each school will meet all state and federal accreditation requirements, including targets for proficiency gap groups.	1.2.1 Use assessment data to guide instruction in all classes.	Superintendent Directors Principals Teachers	February 2013	Ongoing	Minutes of data meetings, progress monitoring tools, student achievement data	
		1.2.2 Practice high quality classroom instruction in every classroom.	Principals	August 2014	Ongoing	Teacher and principal evaluations, classroom observations, student and parent feedback	

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1.2 On an annual basis, each school will meet all state and federal accreditation requirements, including targets for proficiency gap groups.	1.2.3 Use an internal review process to ensure continuous school improvement.	Principals School Improvement Teams	January 2013	Ongoing	School Improvement Plans Minutes of SIT meetings Division Improvement Team minutes	
	1.2.4 Study a structure that establishes a grade 6 – 9 model for middle school.	Principal Teachers	October 2015	March 2016		
1.3 The number of students performing at or above grade level in reading and math will increase by 5% each year.	1.3.1 Administer assessments which measure grade level performance in reading and math as a universal screener to all students in grades K - 12.	Director of Research and Accountability Executive Director of Instruction and Curriculum Principals Teachers	January 2013	Ongoing	Assessment data, tiered student lists, progress monitoring tools	
	1.3.2 Measure student progress in reading and math at the beginning, mid-point and end of the school year.	Director of Research and Accountability Principals Teachers	January 2013	Ongoing	Assessment calendar Progress Monitoring Tools Student Intervention Cards	
	1.3.3 Provide interventions to ensure every student meets the learning targets by the end of each year.	Principals Teachers	February 2013	Ongoing	Monthly student achievement data, documentation of interventions delivered	
1.4 The number of students achieving Pass Advanced will increase by 3% each year in all SOL subjects.	1.4.1 Recalibrate student achievement targets biennially to reflect changing standards and assessments.	Director of Research and Accountability Principals	August 2013	Annually	Student achievement targets at each grade level, student achievement data	

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1.4 The number of students achieving Pass Advanced will increase by 3% each year in all SOL subjects.	1.4.2 Recognize and celebrate students who achieve Pass Advanced SOL scores.	Principals Teachers	August 2013	Annually	Lists of students, description of celebration	
	1.4.3 Report the percentage of Pass Advanced scores SOL to the public each year.	Superintendent School Board Principals	September 2013	Annually	Media reports, meeting minutes	
	1.4.4 Provide challenging learning experiences in all classes to ensure students are motivated to achieve at the highest levels.	Principal Teachers	August 2014	Ongoing	Classroom observations, student and parent feedback, Student scores of 3, 4, and 5	
1.5 The graduation rates in the high school will increase by 3% each year.	1.5.1 Provide multiple opportunities and options for students to recover verified SOL credits, including summer school, parallel academies, remediation during the school day, and afterschool tutoring.	Executive Director of Instruction and Curriculum Director of Research and Accountability Principals Teachers	January 2013	Ongoing	Program description, master schedule, attendance roster	
	1.5.2 Require students at-risk of not graduating to remediate in order to re-test SOL.	Principal	January 2013	Ongoing	Remediation logs, test history	
	1.5.3 Structure opportunities for remediation to enhance and ensure student achievement.	Principal	January 2013	Ongoing	Remediation logs, progress monitoring charts Student Support Team minutes	

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COMPREHENSIVE PLAN
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1.6 The number of students graduating with an Advanced Studies Diploma and those with a Standard Diploma achieving Industry Certification will each increase by 3% every year.	1.6.1 Ensure that Academic and Career Plans for each student in grades 7 – 12 describe a pathway for an Advanced or Standard Diploma with a vocational completion.	Principals Counselors	January 2013	Ongoing	Academic and Career Plans, Counselor Logs Vocational completion	
	1.6.2 Provide academic and career counseling to all high school students each year in an individual conference with a guidance counselor to discuss course selection, goals, and progress towards graduation.	Principal Counselors	January 2013	Ongoing	Counselor Logs	
	1.6.3 Expand the opportunities for online learning.	Executive Director of Curriculum and Instruction Principal	March 2013	Ongoing	Program of Studies	
	1.6.4 Incorporate college and career-ready standards into all Math and English courses in which seniors are enrolled.	Executive Director of Instruction and Curriculum Principals Teachers	August 2014	Ongoing	Course syllabus, pacing guide, performance assessment, workforce readiness assessment	
1.7 The level of student participation in Advanced Placement and Dual Enrollment programs will be maintained or increased.	1.7.1 Offer a wide range of Advanced Placement courses annually, including Biology, Calculus, Chemistry, Composition, History, Literature and Statistics.	Superintendent Executive Director of Curriculum and Instruction Principal	February 2013	Annually	Program of Studies	
	1.7.2 Provide challenging course content designed to increase the percentage of students receiving a score of 3 or better on the Advanced Placement test by 5% per year.	Executive Director of Curriculum and Instruction Principal Teachers	January 2013	Ongoing	Syllabus, lesson plan, Classroom observation	

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COMPREHENSIVE PLAN
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1.7 The level of student participation in Advanced Placement and Dual Enrollment programs will be maintained or increased.	1.7.3 Use academic advising and course pre-requisites to assist students in selecting classes for which they are academically prepared.	Principals Counselors Teachers	February 2013	Annually	Academic and Career Plans Program of Studies Teacher recommendations	
1.8 The number of special education students achieving a passing SOL score in each content area will increase by 3% annually.	1.8.1 Expand the continuum of services for special education students to provide a broad range of options, including self-contained, resource, pull-out, inclusion and general education.	Director of Exceptional Programs Principals Sped Lead Teachers	August 2013	Ongoing	Description of Services Special Education Annual Plan IEP Review	
	1.8.2 Study a behavior model for special education students for possible implementation across the division.	Superintendent Directors Principals Teachers	March 2013	August 2015	Descriptions of models	
1.9 Students who are identified as gifted will demonstrate growth in their area of giftedness each year.	1.9.1 Allow students to demonstrate their understanding through a variety of media, including portfolios, performance assessments, projects, and Standards of Learning tests.	Director of Exceptional Programs Executive Director Curriculum and Instruction Director of Research and Accountability Principals Teachers	August 2014	Ongoing	Portfolios, performance assessments, projects, SOL results	
	1.9.2 Differentiate instruction across the curriculum to meet the academic needs of high achieving students.	Executive Director of Curriculum and Instruction Director of Exceptional Programs Principals Teachers	January 2013	Ongoing	Classroom observations, lesson plans	

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 COMPREHENSIVE PLAN
 2013-2018

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1.9 Students who are identified as gifted will demonstrate growth in their area of giftedness each year.	1.9.3 Encourage advanced students to select educational options, such as online courses, that are self-initiated and self-paced.	Principals Counselors Teachers	February 2014	Annually	Course schedules	
	1.9.4 Consider implementing the practice of periodically re-testing gifted students, for example, at the end of grade 4, to ensure that identification criteria are appropriately applied.	Director of Exceptional Programs	August 2015	August 2016	Gifted Plan Testing schedule	

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COMPREHENSIVE PLAN
2013-2018**

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Goal # 2 To strengthen home, school, business, and community engagement to advance staff and student achievement.						
Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
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2.1 The school division will foster communication and collaboration between the home and schools by increasing opportunities for positive parental involvement.	2.1.1 Survey the faculty at each school to determine baseline data relevant to parental involvement (frequency, circumstances, areas of need) and create an action plan based on the targeted areas of need.	Director of Research and Accountability Principals	September 2013	June 2014	Faculty survey, results of survey, action plan	
	2.1.2 Survey parents yearly to determine level of parental involvement and to glean feedback and suggestions on identifying processes necessary for increasing parental involvement (school specific).	Director of Research and Accountability Principals	September 2013	Annual	Parent survey, results of survey, faculty meeting agenda and minutes	
	2.1.3 Disaggregate faculty and parent survey responses, identifying areas of strength and weakness, and create school based processes, systems, and action steps to increase parental involvement.	Director of Research and Accountability Principals	September 2013	Annual	Faculty and parent survey, parental involvement committee agenda and minutes, faculty meeting agenda and minutes, parent teacher conference schedules, parent contact logs	
	2.1.4 Involve parents in the decision making process through advisory committees and parent/teacher organization opportunities.	Principals Advisory Committee Chairs	September 2013	Ongoing	Advisory committee agendas and meeting minutes, parent/teacher meeting agenda and minutes	
	2.1.5 Restructure open houses, parent/teacher conferences, and orientation nights to better accommodate parent's schedules.	Principals Teachers	September 2013	Ongoing	Calendar of school events, schedule of conferences, sign in sheets	
	2.1.6 Showcase student achievements, student works samples, and live student performances to increase parental attendance and participation at school events.	Principals Teachers	September 2013	Ongoing	Schedule of school events, event programs, sign in sheets	

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 COMPREHENSIVE PLAN
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Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
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2.1 The school division will foster communication and collaboration between the home and schools by increasing opportunities for positive parental involvement.	2.1.7 Evaluate the current parent/teacher organization at each school and explore activities to increase membership and participation.	Principals Teachers	September 2014	June 2015	Create committee with parent and teacher participation, meeting agenda and minutes	
	2.1.8 Develop meaningful opportunities for parental involvement in calendar development through participation on the calendar committee.	Superintendent Parent and staff advisory committees	September 2013	Annual	Completed calendar, committee agenda and meeting minutes	
2.2 The school division will establish and maintain partnerships with community agencies, businesses, and institutions of higher education to enhance learning opportunities for all students.	2.2.1 Periodically survey businesses and community organizations to identify areas in which they can provide support and partner with the school division.	Director of Research and Accountability Principals	September 2015	June 2016	Surveys, results of surveys	
	2.2.2 Solicit civic organizations and businesses to sponsor classes, programs, and/or fundraising activities.	Directors Principals	September 2015	June 2016	Contact log, minutes from meetings with community organizations and businesses, letters/memos or agreement	
2.2 The school division will establish and maintain partnerships with community agencies, businesses, and institutions of higher education to enhance learning opportunities for all students.	2.2.3 Continue to expand the relationship with the YMCA and the recreation center to support school athletics while fostering healthy lifestyles.	Superintendent Principals	September 2013	Ongoing	Letters/memos of agreement, meeting minutes and agendas between school division and YMCA	

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2.2 The school division will establish and maintain partnerships with community agencies, businesses, and institutions of higher education to enhance learning opportunities for all students.	2.2.4 Maintain a positive working relationship with the Prince Edward County Board of Supervisors by communicating the school division's needs, goals, and accomplishments.	School Board Members Superintendent	January 2013	Ongoing	Board meeting agenda and minutes	
	2.2.5 Continue to allow the use of school facilities by community organizations, agencies, and colleges and universities.	Director of Support Services	January 2013	Ongoing	Facility request forms, monthly usage reports	
	2.2.6 Work with community organizations to sponsor school events that showcase student demonstration of academic success, skills, and projects.	Principals	September 2015	June 2016	Letters/memos to community, description of partnerships, program of events	
	2.2.7 Implement community service projects at each school.	Principals Teachers	September 2015	June 2016	Descriptions of projects, agreement with community agencies	
	2.2.8 Create a partnership with the Virginia Employment Commission to assist graduating seniors with securing employment after graduation.	Coordinator of Career Technical Education	September 2014	June 2015	Meeting agenda and minutes with VEC and PECPS, agreement between VEC and PECPS	
	2.2.9 Expand partnerships with local colleges and universities by utilizing their expertise and support and by identifying areas of collaboration that are mutually beneficial.	Superintendent Directors	January 2013	Ongoing	Descriptions of programs and services Meeting agendas and minutes between college and universities and PECPS	

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COMPREHENSIVE PLAN
2013-2018**

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Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
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2.3 The school division will effectively communicate its goals, initiatives, and achievements to parents, the community, and school division faculty and staff.	2.3.1 Continue to provide community forum opportunities to allow parents to voice suggestions and concerns, and ask questions in a collaborative environment.	Superintendent Principals Advisory Committees	September 2014	Ongoing	Meeting agendas and minutes	
	2.3.2 Continue to produce The Edwardian each year, highlighting school division news and initiatives.	School public relations point of contact	April 2013	Twice a year, September and April	Publication of the Edwardian	
	2.3.3 Recognize and share staff and student achievements within the division to foster a sense of pride and accomplishment.	Superintendent Principals	January 2013	Ongoing	Criteria for selection, process for recognition, school board meeting agendas and minutes	
	2.3.4 Restructure the school division's website to keep parents, the community, and other interested parties abreast of school events/activities.	Office of Research and Accountability	January 2013	June 2014	Presentation of website choices, updated website, content of website, Teacher web	
	2.3.5 Increase the coverage of school news/initiatives in the local media (newspaper and radio stations).	Principals School public relations point of contact	January 2013	Ongoing	Calendar and schedule of school events, articles, pictures of school events	
	2.3.6 Communicate school news and initiatives through a superintendent's newsletter, school newsletters, P.E. Focus, division-wide calendars of events, and division-wide brochures.	Superintendent Directors Principals	January 2013	Ongoing	Publication of superintendent's newsletters, school newsletters, P.E. focus, and division-wide calendar events, brochures, food services news letter	
	2.3.7 Explore the possibility of hiring a full-time public relations coordinator/webmaster to develop and implement a comprehensive communications plan and maintain the website.	Superintendent	September 2013	June 2014	Budget work sessions agenda and minutes Job description	

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COMPREHENSIVE PLAN
2013-2018**

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Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
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2.4 Develop a comprehensive communications plan will address appropriate strategies for communicating school information (achievements, events, initiatives).	2.4.1 Increase and facilitate division-wide communication between and among schools.	Superintendent Directors Principals	September 2013	Ongoing	Calendar of events, agenda and minutes from operation's meetings, director's meetings, faculty meetings	
	2.4.2 Create a division-wide meeting and professional development calendar.	Executive Director of Curriculum and Instruction	September 2013	Ongoing	Division-wide schedule of professional development dates	
	2.4.3 Continue to utilize current technology to increase communication between the division and staff (email, website).	Office of Research and Accountability Directors Principals	January 2013	Ongoing	Use of Instant Alert, email, website content, development of implementation plan	
	2.4.4 Implement and utilize social media tools as a means of communicating events and announcements to parents, staff, and the community.	Office of Research and Accountability Directors Principals	September 2014	Ongoing	Create and implement needs assessments (parents, staff, community) to determine preferences for receiving communications and level of proficiency with various methods	
2.5 The school division will develop meaningful opportunities for parent involvement in calendar development.	2.5.1 Expand parent involvement and/or feedback in calendar development.	Superintendent Parent and staff advisory committees	September 2013	June 2014	Committee agenda and minutes, parent surveys and results	
	2.5.2 Evaluate the need for continuing to end Semester I prior to winter break, to achieve more flexibility in the school calendar.	Superintendent Parent and staff advisory committees	January 2013	June 2014	Committee agenda and minutes, calendar options presented, parent and staff surveys and results	
	2.5.3 Establish different underlying assumptions that serve as the basis for calendar development.	Superintendent Parent and staff advisory committees	January 2013	June 2014	Committee agenda and minutes, parent and staff surveys and results	

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COMPREHENSIVE PLAN
2013-2018**

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2.5 The school division will develop meaningful opportunities for parent involvement in calendar development.	2.5.4 Evaluate the benefits of lengthening the school year.	Superintendent Parent and staff advisory committees	September 2015	June 2016	Calendar committee agenda and minutes, parent and staff surveys and results	

**PRINCE EDWARD COUNTY PUBLIC SCHOOLS
COMPREHENSIVE PLAN
2013-2018**

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Goal #3 To ensure that schools are safe, orderly, nurturing and supportive of quality teaching.						
Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
			Start	End		
3.1 The school division will ensure a safe and orderly school environment that supports quality teaching.	3.1.1 Equip all students with conflict management/resolution strategies and resources.	Principals Guidance Counselors	Fall 2013	Spring 2017	Implementation plan of a conflict management program	
	3.1.2 Strengthen organizational structures that demonstrate the high value of instructional time.	Principals	Fall 2013	Spring 2017	Implementation of a plan to protect instructional time	
	3.1.3 Cultivate values whereby students use appropriate behavior and language at all times.	Principals	Fall 2013	Spring 2018	Program description and implementation plan	
	3.1.4 Implement purposeful and meaningful teaching at all times.	Principals	Fall 2013	Spring 2018	Classroom observations Teacher and Principal evaluations	
	3.1.5 Review the Crisis Management Plan and Procedures and update as needed.	Director of Support Services Principals Safe School Committee	Spring 2013	Spring 2018	Document review Minutes of meetings	
3.2 The school division will ensure a nurturing school environment that supports students and teachers.	3.2.1 Increase students' behavioral, academic and emotional engagement in school.	Principals	Fall 2013	Spring 2017	School Improvement Plans Classroom observations Review of reports	
	3.2.2 Enhance students and teachers sense of pride, ownership and belonging to school.	Superintendent Principals Directors Supervisors	Fall 2013	Spring 2017	Teachers, parents, staff and students' feedback	
	3.2.3 Set high expectations for all students in Prince Edward County Public Schools.	Principals Directors	Spring 2013	Spring 2018	School Improvement Plan	

PRINCE EDWARD COUNTY PUBLIC SCHOOLS
 COMPREHENSIVE PLAN
 2013-2018

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3.2 The school division will ensure a nurturing school environment that supports students and teachers.	3.2.4 Create a school culture where teachers and all adults are collaborating and sharing responsibility for students' success.	Principals	Fall 2013	Spring 2017	Student progress monitoring charts Minutes of student support meetings	
	3.2.5 Involve all teachers in decision making processes.	Principals	Fall 2013	Spring 2017	Minutes of SIT and faculty meetings Departmental meetings	
	3.2.6 Renovate ball fields and school buildings to improve all stakeholders' sense of pride in Prince Edward County Schools.	Director of Support Services Superintendent Director of Finance	Spring 2013	Spring 2018	Custodial checklist and walkthroughs Capital Improvement Plan	
	3.2.7 Ensure that students, teachers and administrators display good civic behaviors, procedures, and routines in all school-sponsored activities.	Principals Superintendent High and Middle School Athletic Directors	Spring 2013	Spring 2018	Observation of school sponsored activities Implementation of the Virginia High School League Sportsmanship Practices and Procedures	

PRINCE EDWARD COUNTY PUBLIC SCHOOLS
 COMPREHENSIVE PLAN
 2013-2018

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Goal # 4 To promote a positive, healthy, and inviting school culture conducive to learning.						
Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
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4.1 The school division will continue to develop a culture of shared vision, values, and goals.	4.1.1 Lead the development of shared vision, mission, values, and goals.	Superintendent Executive Director of Curriculum & Instruction Directors	Fall 2012	Spring 2013	Completed Comprehensive Plan Bi-annual review of progress link board action items to specific Comprehensive Plan strategies and objectives	
4.2 The school division will establish a community in which care, concern, and respect for each other are emphasized and encouraged.	4.2.1 Increase teachers' awareness of cultural diversity across the division and within classrooms.	Executive Director of Curriculum & Instruction Principals Classified Supervisors	August 2013	Ongoing	Cultural Diversity training provided for all staff	
	4.2.2 Develop ways to celebrate and appreciate our commonalities.	Principals Guidance Counselors Teachers	August 2014	Ongoing	Principals report of activities and instruction Include in School Improvement Plans	
4.3 The school division will increase staff involvement in decision-making at building and district levels.	4.3.1 Expect all relevant stakeholders to be part of the collaborative decision-making process.	Superintendent Directors Principals Teachers Advisory Committees	August 2013	Ongoing	Proof of collaborative work by relevant stakeholders (i.e. signature of working committees)	
4.4 The school division will create a student culture that celebrates achievement and diversity.	4.4.1 Increase opportunities to celebrate student achievement.	Principals Student Athletic/Activities Director	August 2013	Annual	Report of achievement, recognitions by principals Include in School Improvement Plans Recognition at Board meetings	

PRINCE EDWARD COUNTY PUBLIC SCHOOLS
 COMPREHENSIVE PLAN
 2013-2018

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Goal # 4 To promote a positive, healthy, and inviting school culture conducive to learning.						
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4.4 The school division will create a student culture that celebrates achievement and diversity.	4.4.2 Develop opportunities for student participation in leadership activities through school activities.	Superintendent Principals Athletic/Activities Director	August 2013	Annual	Annual report of student leadership opportunities by principal Include in School Improvement Plans Student advisory participation	
	4.4.3 Provide a wide range of student courses, electives, and activities that promote student choice in order to foster independence and career development.	Principals Guidance Executive Director of Curriculum & Instruction	Spring 2013	Annual	Program of Studies Annual review by School Board	
	4.4.4 Provide student opportunities to learn about different cultures.	Principals Teachers	August 2013	Annual	Document in lesson plans Include in School Improvement Plans	
4.5 The school division will create a warm, inviting, safe and healthy school environment.	4.5.1 Create opportunities for administrators, teachers, and students to interact in student activities that improve school spirit and team-building.	Principals Director of Support Services Athletic/Activities Director	August 2013	Annual	Annual report by principals to superintendent Include in School Improvement Plans	
	4.5.2 Establish social activities that promote appropriate student, teacher, and administrative relationships.	Principals Athletic/Activities Director Teachers Student Leaders	2013-2014	Annual	Include in School Improvement Plans Annual summary report by principals	
	4.5.3 Review, evaluate, and create traditional rituals and celebrations.	Principals Directors	2013	Annual	Annual summary report by principals Include in School Improvement Plans	

**PRINCE EDWARD COUNTY PUBLIC SCHOOLS
COMPREHENSIVE PLAN
2013-2018**

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Goal # 4 To promote a positive, healthy, and inviting school culture conducive to learning.						
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4.5 The school division will create a warm, inviting, safe and healthy school environment.	4.5.4 Develop a beautification program among students, teachers, and staff to enhance the school environment.	Director of Support Services Principals Volunteers	2013	Annual	Completed Projects Include in School Improvement Plans	
	4.5.5 Develop a beautification program among students, teachers, and staff to enhance the school environment	Superintendent Directors Principals	2013	Annual	Teachers and staff training Include in School Improvement Plans	
	4.5.6 Develop community "goodwill"	Superintendent Directors Principals Teachers Advisory Committees	2013	Annual	Annual survey results Advisory Committee feedback Public relations and communications	
4.6 The school division will develop a culture of high expectations for student academic performance, behavior, and dress.	4.6.1 Review and modify discipline consequences to result in improved behavior.	Principals Directors	Spring 2013	Annual	Analyze school discipline data Teacher Climate Survey School Code of Conduct Annual collaboration review by all schools	
	4.6.2 Evaluate the benefits of implementing school uniforms for students.	School Board Committees Principals Directors	December 2014	April 2015	School board consideration of approval for implementing uniforms	
	4.6.3 Assure that all students are well-prepared for success in higher education, military, or career pursuits.	School Board Counselors Principals Directors	August 2013	Annual	Review surveys of recent graduates Review school completion evidence Review college enrollment data	

PRINCE EDWARD COUNTY PUBLIC SCHOOLS
 COMPREHENSIVE PLAN
 2013-2018

Approved by the School Board March 7, 2013

Goal # 4 To promote a positive, healthy, and inviting school culture conducive to learning.						
Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
			Start	End		
4.6 The school division will develop a culture of high expectations for student academic performance, behavior, and dress.	4.6.4 Communicate and enforce higher expectations for student behavior and dress.	Principals Building Staff	August 2013	Annual	Include in School Improvement Plans Modify school Code of Conduct Principals newsletters	

PRINCE EDWARD COUNTY PUBLIC SCHOOLS
 COMPREHENSIVE PLAN
 2013-2018

Approved by the School Board March 7, 2013

Goal #5 To optimize effective use and management of operational resources that support teaching and learning.						
Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
			Start	End		
5.1 The school division will develop a budget that ensures the completion of its mission.	5.1.1 Align the budget to the goals of the division.	School Board Superintendent Director of Finance Directors Principals	December 2013	Annual	School Board Minutes Budget Work Session Minutes Budget	
	5.1.2 Identify and seek alternative sources of funding, such as grants, that will support the goals of the School Division.	Director of Finance Executive Director of Instruction and Curriculum Food Service Supervisor	Jan. 2013	Annual	Documentation of data received for funding sources	
	5.1.3 Align federal and state grants with division goals.	Executive Director of Instruction and Curriculum Director of Finance	2013	Annual	Consolidated grant application for federal funds State grant applications	
	5.1.4 Provide sound fiscal control of the division budget.	Superintendent Director of Finance Principals	July 2013	Ongoing	Monthly financial reports Annual audit report	
5.2 The school division will develop a comprehensive short-term and long-term capital improvements plan to address the division's facilities needs.	5.2.1 Conduct quarterly reviews of facility maintenance operations.	Director of Support Services Principals Supervisor of Maintenance Supervisor of Custodial	October 2013	Annual	Quarterly review reports Capital Improvement Plan	
	5.2.2 Conduct quarterly inspections of buildings and grounds.	Director of Support Services Principals Supervisor of Maintenance Supervisor of Custodial	October 2013	Annual	Annual and quarterly inspection reports Weekly custodial checklist	

PRINCE EDWARD COUNTY PUBLIC SCHOOLS
COMPREHENSIVE PLAN
2013-2018

Approved by the School Board March 7, 2013

Goal #5 To optimize effective use and management of operational resources that support teaching and learning.						
Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
			Start	End		
5.2 The school division will develop a comprehensive short-term and long-term capital improvements plan to address the division's facilities needs.	5.2.3 Identify and seek funding sources to support short-term and long-term capital improvements.	Director of Finance Director of Support Services	January 2013	Annual	Documentation of data received for funding sources Capital Improvement Plan	
	5.2.4 Evaluate the effective use of security cameras throughout the division.	Director of Support Services Principals Supervisor of Transportation	August 2013	Ongoing	Results of survey from principals and transportation supervisor Cameras in place throughout the division	
5.3 The school division will provide nutritious meals to students. The meals will meet new guidelines in a manner that will both engage and encourage students to make healthier food choices.	5.3.1 Educate students and community on new guidelines for implementation of healthier food choices.	Supervisor of Food Services Teachers Cafeteria Managers	August 2013	Ongoing	National and State guideline documentation brochures, pamphlets, newsletters to students and parents	
	5.3.2 Provide quarterly newsletter regarding new offerings in the food service department.	Food Services Supervisor Cafeteria Managers	August 2013	Annual	Quarterly newsletters	
	5.3.3 Conduct division level quarterly audits of lunch menus to include student survey data.	Food Services Supervisor Cafeteria Managers Principals	October 2013	Annual	Audit reports Student survey and results	
5.4 The school division will implement a comprehensive technology plan that supports the division's development.	5.4.1 Research and implement classroom technology applications to enhance student learning.	Director of Research and Accountability Executive Director of Curriculum and Instruction	January 2013	Ongoing	Copy of plan	

**PRINCE EDWARD COUNTY PUBLIC SCHOOLS
COMPREHENSIVE PLAN
2013-2018**

Approved by the School Board March 7, 2013

Goal #5 To optimize effective use and management of operational resources that support teaching and learning.						
Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
			Start	End		
5.4 The school division will implement a comprehensive technology plan that supports the division's development.	5.4.2 Upgrade computer labs and classroom workstations to maximize effective teaching and learning.	Director of Research and Accountability Principals	January 2013	Ongoing	Documentation of upgrades in the division on an annual basis, including a description of what was purchased, date of purchase, cost of equipment purchased, purpose of upgrade	
	5.4.3 Use technology best practices to support effective teaching and learning.	Directors Principals	January 2013	Ongoing	Professional development plan	
	5.4.4 Develop long-term plans for maintaining network performance.	Director of Research and Accountability	July 2013	Ongoing	Copy of plan	
	5.4.5 Replace division phone system.	Director of Research and Accountability Director of Finance	2017	2018	New division phone system	
5.5 The school division will provide safe and efficient pupil transportation services.	5.5.1 Develop and implement a comprehensive transportation plan.	Director of Support Services Supervisor of Transportation	July 2013	Ongoing	Copy of plan Report of review and revision to plan as needed	
	5.5.2 Add a fourth camera on each bus.	Director of Support Services Supervisor of Transportation	July 2014	June 2015	Purchase order, invoice, copy of check issued for camera purchase Inspect each bus to ensure 4 th camera was added	

**PRINCE EDWARD COUNTY PUBLIC SCHOOLS
COMPREHENSIVE PLAN
2013-2018**

Approved by the School Board March 7, 2013

Goal #5 To optimize effective use and management of operational resources that support teaching and learning.						
Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
			Start	End		
5.5 The school division will provide safe and efficient pupil transportation services.	5.5.3 Continue safety and new regulations training for all transportation staff.	Director of Support Services Director of Human Resources Supervisor of Transportation	August 2013	Ongoing	Online safety training In-service training twice a year for staff Annual accident claim report Annual worker's compensation claim report	
	5.5.4 Increase student bus safety awareness through brochures, newsletters, and website from the transportation department.	Director of Support Services Principals Supervisor of Transportation	August 2013	Ongoing	Copy of brochures, newsletters, and website information provided to students	
	5.5.5 Add GPS tracking systems to all school buses.	Director of Support Services Supervisor of Transportation	July 2014	June 2015	Purchase order, invoice, copy of check issued for GPS purchase	
5.6 The school division will research and create a program to promote and teach sustainability to students, faculty and staff.	5.6.1 Review sustainability programs to determine the best practices to use in the creation of the division program.	Director of Support Services	October 2013	Ongoing	Provide copy of research materials Program description document and implementation plan	

PRINCE EDWARD COUNTY PUBLIC SCHOOLS
COMPREHENSIVE PLAN
2013-2018

Approved by the School Board March 7, 2013

Goal # 6 To hire, support, and retain highly qualified teachers and staff.						
Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
			Start	End		
6.1 The school division will monitor the evaluation process for employees.	6.1.1 Update and maintain the personnel evaluation timeline based on the goals and objectives of the school division.	Directors Principals	January 2013	Annual	Document review, PD 360 report	
	6.1.2 Develop and implement a mid-year evaluation review for all classified staff.	Directors Principals Supervisors	Summer 2013	Spring 2014	Revised evaluation document	
	6.1.3 Continue technical assistance and professional development for administrators/supervisors to support the evaluation process.	Director of Human Resources Executive Director of Curriculum and Instruction Director of Support Services Supervisors	Summer 2012	Annual	Agendas from training sessions	
6.2 The school division will maintain a competitive salary/benefits schedule for all employees.	6.2.1 Conduct a comparison study using possible outsourcing to research salaries and benefits of other school divisions.	Director of Human Resources Director of Finance	Fall 2014	Spring 2015	Study results	
6.3 The school division will research incentive-based programs for employees.	6.3.1 Work with division staff on ways of incorporating incentives within the school division.	Director of Human Resources Director of Research and Accountability Principals Director of Finance	Fall 2013	Spring 2018	Report on findings, meeting agendas, report on incentives offered	
6.4 The school division will continue to meet staffing needs reflecting its demographics.	6.4.1 Maintain 100% highly qualified staff.	Directors Principals	Fall 2013	Annual	Instructional Personnel Verification Report	

PRINCE EDWARD COUNTY PUBLIC SCHOOLS
 COMPREHENSIVE PLAN
 2013-2018

Approved by the School Board March 7, 2013

Goal # 6 To hire, support, and retain highly qualified teachers and staff.						
Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
			Start	End		
6.4 The school division will continue to meet staffing needs reflecting its demographics.	6.4.2 Increase diversity among faculty/staff.	Directors Principals	Fall 2013	Annual	Staff hired report, EEOC report	
	6.4.3 Explore recruitment/ new hire incentives.	Director of Human Resources Director of Research and Accountability Director of Finance Principals	Spring 2014	Spring 2018	Report on findings, document of incentives offered	
	6.4.4 Work with local colleges and universities to provide professional development opportunities, coursework, and certificate programs for staff.	Director of Human Resources Executive Director of Curriculum and Instruction Director of Exceptional Programs Principals	January 2013	Spring 2018	List of professional development and coursework opportunities, feedback from staff	
	6.4.5 Identify funding sources for obtaining certification in areas of critical shortage.	Director of Human Resources Executive Director of Curriculum and Instruction Director of Exceptional Programs Director of Finance	Fall 2013	Spring 2018	List of funding sources List of staff members adding endorsement in critical shortage area	

PRINCE EDWARD COUNTY PUBLIC SCHOOLS
 COMPREHENSIVE PLAN
 2013-2018

Approved by the School Board March 7, 2013

Goal # 6 To hire, support, and retain highly qualified teachers and staff.						
Objective	Strategy	Persons Responsible	Timeline		Evidence	Completed
			Start	End		
6.4 The school division will continue to meet staffing needs reflecting its demographics.	6.4.6 Evaluate the effectiveness of the Teacher Mentoring Program at each school.	Director of Human Resources Director of Research and Accountability Executive Director of Curriculum and Instruction Principals	Summer 2013	Spring 2018	Meeting agendas, new teacher survey, exit survey	